INTEROFFICE MEMORANDUM

TO: Vice Chancellor Nunez

FROM: Charles Lyons, President – UMA
             Richard Pattenaude, President - USM

RE: 1st Interim Report on the Implementation of SD #8, UMA/USM
             Integration

DATE: May 23, 2005

Attached is the interim report for inclusion with all other reports to be submitted to the UMS BOT at their June meeting.

We want to thank you for this opportunity to summarize and document our progress to date, and we look forward to hearing from you regarding further action on this initiative.

cc: Andrew King

OVERVIEW:

The UMS BOT voted to adopt the UMS Strategic Plan on September 20, 2004. Shortly thereafter, President's Pattenaude and Lyons were charged with designing a process for implementation planning to begin the integration of USM with UMA. Strategic Direction #8 states that we are to: "Evolve the System organization and structure, clearly defining the mission, niches, and interrelationships of the institutions to ensure that the system serves the higher education needs of the State of Maine while moving toward a financially sustainable future."

The goals as outlined in the Strategic Plan were to:

● Simplify and rationalize the system and free up resources.

● Enhance students' educational experience

● Build on strengths

● Utilize resources most effectively and efficiently

● Create a sustainable financial paradigm

● Enhance revenue generation

● Clarify decision-making parameters

●Link planning and budgeting

A timeline was developed and presented which stated preliminary recommendations were to be submitted to the Chancellor by June of 2005. (see Appendix A.)

II PROGRESS MADE TO DATE/CHRONOLOGY

Presidents Lyons and Pattenaude along with key staff from both UMA and USM began meeting to determine next steps. Two principles have helped guide our planning process:

1. We will proceed carefully, in a collaborative fashion, honoring and respecting the work of al faculty and staff.

2. We will keep the best interests of students and the community at the center of all discussions.

Planning for implementation was organized in two phases. Phase I, which spanned the period from October 2004 to mid-March 2005, focused on exploration and analysis (see Appendix B). During this period, our activities included:

●The creation of UMA and USM liaison teams of faculty, staff and students. These liaison teams networked for several months, hosting meetings at their respective campuses. Liaison teams retreat resulted in blended progress reports. The student groups created a shared governance document that received the approval of both the Chancellor and Presidents. (see Appendix C).

●UMA/USM faculty designed their own process which included a facilitated retreat resulting in a document summarizing outcomes of their time together.

●Sandra Featherman, President of UNE provided information on the UNE/Biddeford merger.

●UMA/USM senior staffs began meeting to discuss the challenges and opportunities regarding the integration; common listserv for these senior staffs was created for ease of discussion on several issues.

●Campus-wide discussion forums were planned for UMA. Several meetings were held to decide locale, presentation and discussion questions.

●Planning for a Joint UMA/USM Board of Visitors ensued. A planning committee comprised of four members of each board worked to create an agenda for a joint meeting. This meeting was to begin the integration of the two boards into one organization.

●Creation of a UMA/USM integration communication plan and website was designed and provided a vehicle for communication to those interested in finding out information about the integration timeline/process. The Admissions Q & A document is one such piece that was posted to the website (see Appendix D).

●Presidents Lyons and Pattenaude held open-campus Q & A sessions on both campuses and with some community groups.

III. SUMMARY OF PHASE I. ISSUES

Opportunities: Emergent themes

▶ UMA/USM found much in common (e.g., student body)
▶ Increased collaboration could strengthen each institution (e.g., UMA could provide expertise in technology, USM could provide access to additional curricular options)

Challenges: Emergent themes

▶ UMA loss of autonomy/identity.
▶ Institutional compatibility
▶ Faculty/staff integration
▶ Transferability issues
▶ Consistent level of student services
▶ Change in fee structures

IV. CURRENT STATUS & GOALS FOR NEXT STEPS

In March, 2005 coinciding with the end of Phase I, the Chancellor asked Presidents Lyons and Pattenaude to suspend work on this initiative pending further discussions with the legislature and the community. Subsequent to that and with the establishment of the Governor's Task Force to Plan for Higher Education in Kennebec Valley, further work on SD #8 – UMA/USM Integration has been suspended in order to await the outcome of the Governor's Task Force completion date December, 2005.

Appendix A.

UMA/USM REVISED Integration Process Timeline

- September 20, 2004
    - The UMS Board of Trustees unanimously approves the Strategic Plan, which includes integrating UMA with USM

Implementation planning for the integration will occur in two phases:
Phase I – Exploration and Analysis
- October 2004
    - Senate teams form at UMA and USM and begin meeting to identify issues, opportunities, possible next steps
- November 15, 2004
    - Preliminary reports from teams due to presidents
    - Senate teams continue to meet until the end of fall semester
- January 4, 2005
    - Joint teams retreat
- January 15, 2005
    - Presidents present progress report to Chancellor
- January 21, 2005
    - Faculty Retreat
- February 1, 2005
    - Senate teams from UMA and USM meet together in "café" format to finalize report on issues, opportunities, barriers, possible next steps
    - Open forums on both campuses
- February, 15, 2005
    - Chancellor reports to the Legislature
- March 1, 2005
    - Presidents report results of exploration phase to the Chancellor
- March 14, 2005
    - Chancellor reports progress to Board of Trustees

Phase II - Transition Planning and Startup
- March 24, 2005
    - Joint UMA/USM Board of Visitors Meeting
- March 31, 2005
    - UMA/USM co-chairs appointed to coordinate planning process
    - Jointly appoint Steering Committee
    - Jointly appoint blended transition team
        - Work groups form to deal with specific issues

- April 21, 2005
  - UMA Café – a campus-wide discussion forum
- July 18, 2005
  - Transition team holds retreat and drafts implementation plan
- July-August 2005
  - Proposed early decisions and draft implementation plan presented to UMA/USM leadership
- August, 2005
  - Meet and review with System office
- September 1, 2005
  - Plan shared broadly
  - 3-5 year implementation begins

Appendix B.

UMA/USM Integration Update for Chancellor Westphal
March, 2005

While we acknowledge, and attempt to address, the concerns of those who oppose the proposed administrative re-alignment of UMA with USM, we are pleased to report that we are making steady progress toward the goal of integration. Two principles have helped guide our planning process:

1. We will proceed carefully, in a collaborative fashion, honoring and respecting the work of all faculty and staff.

2. We will keep the best interests of students and the community at the center of all discussions.

Planning for implementation has been organized in two phases. **Phase I**, which spanned the period from October 2004 to mid-March 2005, focused on exploration and analysis. During this period, our activities included:

- creation of UMA and USM liaison teams of faculty, staff and students
- liaison teams retreat and resulting blended progress reports
- joint senior staff meetings and discussions
- campus visits for UMA and USM employees
- planning for "UMA Café," a campus-wide discussion forum
- USM/UMA faculty meetings and discussions
- joint UMA/USM Board of Visitors meeting
- common listserv for UMA/USM senior staffs
- creation of a UMA/USM Integration Website
- meetings with legislators
- meetings with the editorial boards of newspapers
- brown bag lunches with UMA staff and presidents
- creation of FAQ document about the integration process

Phase II, which will focus on transition planning and startup, will begin on March 15, 2005, and end on September 1, 2005. During this period we will:

- appoint UMA/USM steering committee and transition team
- appoint co-chairs to coordinate the planning process
- hold retreat for the transition team to draft implementation plan
- present early decisions and draft plan to UMA/USM senior staffs
- meet and review the plan with leaders at System office
- share the plan with the wider UMS community
- begin implementation on September 1, 2005.

Appendix C.

1. Will there be staff reductions from the merger? With centralization?
2. When will we as liaison members be in communication with community college counterparts, to help answer questions?
3. What will the level of student services be on campuses and centers?
4. People are worried that Augusta will be run like L/A College. What level of autonomy will the Augusta campus have?
5. Will the level of personalized services UMA student receive be negatively impacted?
6. When will the issue of pay equity (for both students and staff) be addressed and by whom?
7. Will UMA adopt USM's athletic division? Do more USM funds equal more scholarships available for UMA students?
8. Will the increased student population affect the internal fund allocation formula since USM will now have a larger student population than The University of Maine?
9. When will specific transfer issues be addressed and by whom? What process will be adopted to insure consistent academic standards?
10. What process will be used in determining the CC presence on the Augusta Campus? When might space be allocated for their course offerings?
11. Will our accreditation be affected by the merger? If so, how?
12. What will be the process in re-naming either/both UMA and USM?
13. What changes to the fee structure in Augusta will there be?
14. How much autonomy will each group on the campus have (professional, classified, faculty and student senate)?
15. Who have campus oversight for the day-to-day decisions at Augusta? (weather cancellations, student conduct issues, security)
16. What process will be used to address alignment of academic standards? What is the timeframe
17. How will academic standards be mandated between systems? (i.e., community college and university system)
18. How are cost savings realized during times of complex change?
19. How will transfer issues be addressed? Will we (UMA/USM) be truly one institution in the eyes of that process?
20. Will tuition rates be affected by the merger? If so, how?

QUICK WINS

1. Clear communication/information sharing (internal & external)
2. Form steering committee for distance education issues
3. Define institutional identity
4. Publish "Guiding Principles"
5. Identify student/staff groups to work on specific strategic planning topics
6. Seamless portability (within the whole—centers, sites, campus)
7. Graduate program opportunity (Muskie)
8. Technology—use to separate the gap between the institutions (meetings, information sharing, etc.)
9. Allow UMA to remain in the DE business; a strength it brings to the table.

Appendix D.

DRAFT FAQ

The University of Maine of Maine System Board of Trustees recently approved a strategic plan articulating a new vision for strengthening Maine's public Universities. Implementation planning is in process. This FAQ responds to questions asked by students interested in the University of Maine at Augusta. It will be updated as additional information is available.

Q.   I've heard that the University of Maine System Strategic Plan calls for the gradual phase out of most associate degree programs by transferring responsibility for their ongoing operation to the Maine Community College System. What Associate Degree programs will be accepting new students next year?

A.   UMA will be accepting students for all Associate Degree programs through spring semester 2006..

Q.   Where will I be able to take UMA classes?

A.   UMA will continue to offer classes in Augusta, Bangor, Lewiston, and through University College Centers during fall 2005 and spring 2006. The University is committed to serving students at these locations for the foreseeable future.

Q.   How long will I have to complete my Associate Degree?

A.   At least five years. Once admitted, you will be assigned an academic advisor who will help you develop an academic plan. This is to assure your ability to complete the Associate Degree.

Q.   If I am admitted to a "pre" program, will I be able to enter the program I am preparing for?

A.   Historically, students applying for admission to health related fields have needed to complete prerequisites before actually beginning the program itself. No policy change is expected.

Q. *I'm interested in earning a certificate. Are certificates still available?*

A. Yes

Q. *I want to enroll for fall semester 2005 or spring semester 2006. How do I apply for admission?*

A. Applications can be submitted to either The University of Maine at Augusta or University College Bangor.

Q. *I want to apply to both USM and UMA. Do I need to submit separate applications?*

A. Yes. Students applying to both may find it convenient to use the system application found at : http://beech.unet.maine.edu/eapp/pls/eaMenu.logon_index_page.

Q. *How do I apply for financial aid?*

A. The University of Maine at Augusta will continue to accept and process financial aid applications through the spring 2005, fall 2005, and spring 2006 terms.

Q. **What kinds of financial aid will be available?**

A. Grants, scholarships, loans and work- study opportunities currently available to UMA students will continue. See http://www.uma.edu/financialaid1.html for details.

Q. *If I receive a UMA scholarship will it still be available in the future?*

A. Yes. Students awarded renewable scholarships will continue to be eligible.

Q. *If I receive a UMA scholarship to attend UCB will it still be available in the future?*

A. Yes. Students awarded renewable scholarships will continue to be eligible.

Q. *Can I defer my admission?*

A. Admission to Associate Degree programs cannot be deferred beyond spring semester 2006. Students admitted into Bachelor Programs may defer for up to one year.

Q. *Will I be able to transfer credits from UMA to other schools?*

A. Yes. UMA is fully accredited. Other schools will continue to accept these credits as they have in the past

Q. *What school name will appear on my diploma?*

A. Until the blending of UMA and USM becomes complete, students matriculated in a UMA degree program can expect to receive a diploma listing the University of Maine at Augusta as having granted the degree.

Q. *What will tuition cost?*

A. Information about spring 2005 costs can be found at http://www.uma.edu/tuitionfees.html . Modest increases for the 2005 – 2006 academic year may occur. In keeping with historical practice, the University of Maine System Board of Trustees will determine the actual tuition rates next spring. If charges increase, UMA expects to increase the amount of financial aid available to help needy students offset any increase.

Q. *Will UMA continue to accept transfer credit from other schools?*

A. Yes. UMA will continue to accept credits from accredited schools as it has in the past.

Q. *What will UMA be like next fall?*

A. There will be no discernable difference. UMA will continue to provide strong academic programs and student services such as tutoring, academic support, and advising.

Q.   ***When will programs/courses currently available at USM but not available at
        UMA become available at locations served by UMA.***

A.   Discussions are now underway to determine the programs and courses that will
        become available and the timetable.

Q.   ***How will I know about changes?***

        Information about specific changes will be provided as it becomes available. Please
        check the (insert the name of the web page when known) for updates. If you don't
        have access to the web, you can be added to our mailing list by contacting the
        Admissions Office.